DOCUMENT RESUME

ED 165 411 EC 113 431

TITLE	Self-Study and Evaluation Guide/Revised 1979. Section C-1: Function and Structure.
INSTITUTION	National Accreditation Council for Agencies Serving the Blind and Visually Handicapped, New York, N.Y.
REPORT NO	ISBN-0-912948-45-0
PUB DATE	77
NOTE	51p.; For related information, see EC 113 429-444 and CE 019 449-456
AVAILABLE FROM	National Accreditation Council for Agencies Serving the Blind and Visually Handicapped, 79 Madison Avenue, New York, New York 10016 ($1.50)
EDRS PRICE	MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS	*Accreditation (Institutions); *Administrative Organization; *Blind; *Organization; Program Evaluation; Standards; *Visually Handicapped

ABSTRACT

The self study guide designed for accreditation of programs serving the blind and visually handicapped covers function and structure standards, standards address five areas: basic characteristics of the organization (legal base, planning, consumer rights), governing authority, the Chief administrator, basic administrative structure (fees for services and confidentiality of records), and evaluation. (CL)

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Section C-1

SELF-STUDY AND EVALUATION GUIDE | 1977 Edition

Function and Structure

NATIONAL ACCREDITATION COUNCIL
For Agencies Serving the Blind and Visually Handicapped

79 Madison Ave.
New York, N.Y. 10016

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INSTRUCTIONS

PRELIMINARY STEPS. Two steps should precede the use of this section in a self-study.

1. All persons involved in the self-study should become familiar with *Section A, Manual of Procedures* for an understanding of the background and purposes of accreditation and the procedures to be followed in conducting a self-study using the various self-study and evaluation guides published by the National Accreditation Council.

2. Members of the self-study committee assigned to complete this guide should review the organization's statement of philosophy of service as a basic reference to be used throughout the self-study.

RATING. In the parentheses ( ) preceding each standard insert the letter representing the consensus reached in the self-study. It is unlikely that all standards are met to an excellent or even satisfactory extent, especially when initially considered by the self-study committee. Stimulated by a particular standard or several standards, it is often possible for needed improvements to be implemented without difficulty during the course of the self-study. In any event, the particular ratings selected should be those which represent, in the opinion of the self-study committee, conditions at the conclusion of the self-study.

E - Excellent. The standard is met fully or exceeded.

S - Satisfactory. The standard is met to a substantial extent.

A - Adequate. The standard is met fairly well but some improvements could be made.

P - Poor. The standard is met only partially and improvements are desirable.

M - Minimal. The standard is met to a small extent or not at all and significant improvements definitely are needed.

NA - Not Applicable. The standard does not apply for reasons outlined under *Comments.*

COMMENTS. Throughout the section, space is provided after groups of standards for written comments. An explanation of the rating or any important feature or characteristic of the program can be noted here. Also, the reason why a particular standard or group of standards is not felt to apply to the organization can be outlined.

PROGRAMMING FOR IMPROVEMENT. This concluding part of the guide contains seven questions which provide an opportunity to list the outstanding features of the program and how it benefits the persons served. The questions also call for a listing of past improvements and those which are yet to be accomplished. Plans for improvement initiated as a result of the self-study should be included.

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79 Madison Avenue, New York, N.Y. 10016

Printed in the United States of America

ISBN 0-912948-45-0

SELF-STUDY AND EVALUATION GUIDES

This self-study and evaluation guide is designed to be used in combination with other guides, listed below, available from the National Accreditation Council. An organization undertaking a self-study in applying for accreditation needs to use the following: *A*, either *B-1* or *B-2*, all *C* sections, those *D* sections for the services provided, an *E* form for certain staff members and *F*.

Section	Title
A	*Manual of Procedures*
B-1	*Agency Profile*
B-2	*School Profile*
C-1	*Function and Structure*
C-2	*Accounting for Services and Finances*
C-3	*Personnel Administration and Volunteer Service*
C-4	*Physical Facilities*
C-5	*Public Relations and Fund Raising*
D-2A	*Orientation and Mobility Services*
D-2B	*Orientation and Mobility Services (Dog Guide Programs Only)*
D-3	*Rehabilitation Centers*
D-4	*Workshop Services*
D-5	*Social Services*
D-6	*Vocational Services*
D-7	*Production of Reading Materials*
D-8	*Rehabilitation Teaching Services*
D-15	*Preschool Services (from Birth to Age 6)*
D-16	*Other Service Program*
D-20	*Curriculum Planning and Evaluation*
D-21	*Program for Multihandicapped Students*
D-22	*Program for K-12 Students*
D-23	*Program for Independent Living*
D-24	*Educational Resources Program*
D-25	*Leisure Education*
D-26	*Residential Living Program*
D-27	*Health Services*
D-28	*Educational Diagnostic and Counseling Services*
E	*Individual Staff Member Information Form*
F	*Evaluation Summary and Report (Program for Major Improvements)*

Sections *D-2A* through *D-8* are applicable primarily to "agencies" and *D-20* through *D-28* to "schools." *D-15* is used for preschool services in any setting. Similarly, *D-16* is used by both agencies and schools for services for which NAC does not have specific program standards such as radio reading service or special summer program.

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ACKNOWLEDGEMENTS

The efforts of many persons contributed to the development of this revised edition of these important standards.

The careful thought put into suggestions for improving the draft through its various stages is most appreciated. While it is impossible to credit by name these contributors, the Commission on Standards wants it known that the members of the revision committee deserve special thanks.

C-1

FUNCTION AND STRUCTURE

1977 Edition

INTRODUCTION

BACKGROUND

Standards for function and structure were developed originally by the ad hoc Commission on Standards and Accreditation of Services for the Blind and published in 1966 in *THE COMSTAC REPORT: Standards for Strengthened Services*. This work was a pioneering effort to stimulate improvements in services for blind and visually handicapped persons through the codification of sound standards for application through a voluntary, national system of accreditation. To conduct this system, the National Accreditation Council for Agencies Serving the Blind and Visually Handicapped (NAC) was established in 1967. One of its first tasks was the development of self-study and evaluation guides for application of the *COMSTAC* standards in the accreditation process. The first edition of the standards for function and structure in the self-study format was published in 1968 as "Section C-1" of the *Self-Study and Evaluation Guide*. In 1969, a companion volume, the *Self-Study and Evaluation Guide for Residential Schools*, was issued. It contained a significant number of the standards for function and structure in "Section J, Administration and School Staff."

RECENT DEVELOPMENTS

In the first half of the 1970's important developments and trends in the field of services for the blind and in the related fields of education, health, rehabilitation and social welfare were affecting agencies and schools for which the standards were established. Among these important developments were the following:

1. Recognition of the valuable role of consumer participation;
2. The increasing emphasis on serving the "severely disabled" and persons with multiple handicaps;
3. Strains placed on the capacity to deliver specialized services by merging or "submerging" such services into "umbrella" agencies;
4. Strengthening of concepts such as "openness," "public accountability" and the recommendations of the "Filer Report" concerning the circumstances when tax-exempt organizations should maintain "arms-length" business relationships with profit-making companies;
5. The growing awareness of the desirability of formal processess of planning and program evaluation conducted in the light of a clearly stated philosophy of service and realistic program objectives.

Also during this period, schools were experiencing the impact of widespread "mainstreaming" and were shifting programs to serve a more severely disabled population of blind and visually handicapped children and youth. These changes pointed to the need to begin a comprehensive revision of NAC's standards for such schools, including those standards relating to their function and structure.

At the same time that these developments were taking place, NAC's experience in accreditation revealed that the standards for function and structure also should reflect more clearly the distinct and unique characteristics of governmental and voluntary organizations.

REVISION COMMITTEE

In response to these developments, the Commission on Standards decided it was timely to authorize a revision of the standards for function and structure of agencies and schools serving blind and visually handicapped persons. This project would follow the successful completion of revision of four other sets of standards and related self-study instruments originating from *THE COMSTACT REPORT (C-4, Physical Facilities* and *D-6, Vocational Services* in 1975 and *C-2, Accounting for Services and Finances* and *D-4, Workshop Services* in 1976).

FIELD REVIEW

Accordingly, an invitation was extended to the field in the Fall, 1975 issue of *The Standard-Bearer* for suggestions to improve and update the standards for function and structure. In response to this invitation and others initiated by direct contacts, some 63 specific suggestions were considered by the Commission's technical committee which prepared a draft in September, 1976.

DRAFT OF REVISED STANDARDS

The technical committee was charged to formulate a draft of revised standards which would be practical and attainable in application. NAC's standards are intended to represent neither a minimum nor a maximum but to offer stimulation for improvement. They are not prescriptions for solving crises but are designed to assist in evaluating present function and structure and in planning future improvements pertaining to maintenance of a sound organizational base from which effective services may be provided. The committee was asked to prepare draft standards that, when conscientiously applied, would serve as quality controls to enhance the well-being of persons served, to maximize the effective use of funds entrusted to the organization and to safeguard the integrity of the organization. Also, the technical committee was charged to design standards to encourage broadly-based assessment of the results of efforts to carry out the organization's stated philosophy of service and program goals and objectives.

The committee prepared a preliminary draft in September, 1976 after consideration of a broad range of input from individuals and organizations in the field of services for the blind and visually handicapped. The committee examined "best

practice" and reviewed important developments in the literature and in federal and state legislative and executive activities. The experience gained by NAC in applying the standards through accreditation was also taken into account.

NATIONAL REVIEW

The preliminary draft was discussed by some 36 persons at a national conference in New York City in November, 1976 in conjunction with NAC's annual meetings. Provision for further reactions and suggestions was made during a national review period ending March 15, 1977. Some 54 comments and specific suggestions were received from this national review and considered by the committee in preparing its final report to the Commission on Standards. Over 175 copies of this draft were made available to interested individuals and groups in the course of the national review.

CONTENT OF STANDARDS

The 212 standards herein pertain to an organization's legal base, its identity and visibility, philosophy of service, program goals and objectives, the area and population served, planning mechanisms, rights of consumers, avoidance of conflict of interest, non-discrimination and affirmative action plan. Standards outline the basic characteristics of the governing authority of an organization whether that authority is a body of individuals (Board of Directors) or a designated higher position for a specialized unit serving the blind and visually handicapped within a larger entity. Also incorporated are standards for the selection and responsibilities of the chief administrator and basic administrative functions of an organization such as internal structure, public relations, fund-raising, fees for service and confidentiality. Finally, standards for evaluation are included.

APPLICABILITY

The majority of the standards are applicable to any organization which specializes in providing services for blind and visually handicapped persons. These common standards are preceded by the heading All Organizations. Where there are differences between voluntary and governmental organizations, the standards are presented in separate columns, one for Voluntary Organizations and the other for Governmental Organizations, and suffixed by the letters V and G respectively. The committee was aware of the potential interest in these standards of some for-profit, commercial organizations and included one basic standard, number 1.2.1.1FP, for such groups. To date, such organizations have not expressed interest in seeking accreditation by NAC, and so no effort was made to draft a series of special standards for them. In general, the committee agreed that for-profit organizations would need to apply the same standards used by governmental and non-profit organizations. An exception might be needed in relation to fees.

In reviewing the committee's final report, the Commission on Standards was very well satisfied that the committee had achieved its purpose. NAC's Board of Directors approved these standards in July, 1977 for use in accreditation of agencies and schools for the blind and visually handicapped.

FUNCTION AND STRUCTURE

THE STANDARDS

1. BASIC CHARACTERISTICS OF THE ORGANIZATION

Introduction

These standards are designed to apply to any organization (agency, school or identifiable unit within a larger entity) which has the primary function of serving blind or otherwise visually handicapped persons. Unless otherwise specified, the term "organization" is used to include any agency, school, workshop, rehabilitation center, "Lighthouse," "Society," "Association," company, department, bureau or other identifiable unit having this primary function.

All Organizations

( ) 1.1 FUNCTION. The primary function of the organization is to serve persons who are blind or otherwise visually handicapped, in addition, the organization either itself provides services to maximize use of remaining sight, prevent blindness or ameliorate conditions causing visual disorders, or cooperates closely with others that do so.

Comments:

1.2 LEGAL BASE

( ) 1.2.1 Authorizing Instruments. The existence of the organization is clearly authorized by valid legal instruments.

Voluntary Organizations	Governmental Organizations
( ) 1.2.1.1V The organization is authorized by a charter or articles of incorporation.	( ) 1.2.1.1G The organization is authorized by law or judicial opinion.
( ) 1.2.1.2V A viable set of bylaws describes the operation of the organization's governing authority.	( ) 1.2.1.2G Legislation, official regulations, judicial opinions or executive orders define the organization's governing authority.

Comments:

Voluntary Organizations

( ) 1.2.1.3V The organization is non-profit and tax exempt and is so classified under section 501(c)(3) of the Internal Revenue Code, as amended, by the Internal Revenue Service which also has found that the organization is not a private foundation as defined in section 509(a) of said Code.

Governmental Organizations

( ) 1.2.1.3G The organization is an identifiable unit within the governmental structure and has its own, distinguishing characteristics as hereinafter described.

For-Profit Organizations

( ) 1.2.1.1FP The for-profit organization is legally constituted and authorized to conduct business in those states and communities in which it does so.

Comments:

All Organizations

( ) 1.2.1.4 If the organization is a unit within a larger entity, written instruments specify its authority to administer its programs and personnel, prepare its budget, control expenses and determine eligibility for service.

( ) 1.2.2 Adherance to Law. The organization complies with applicable laws, judicial opinions and official regulations of all governmental and legally authorized entities under whose jurisdictions it comes.

( ) 1.2.3 Ethical Behavior. In all its activities, the organization and its personnel act with honesty, openness and in accordance with generally accepted ethical behavior and applicable codes of professional ethics.

Comments:

All Organizations

( ) 1.3 IDENTITY AND VISIBILITY. The organization is readily identifiable among its peer organizations, to its consumers and appropriate publics.

( ) 1.3.1 Name. The organization has an officially authorized name which is discrete and consistent with its primary function.

( ) 1.3.1.1 The name and headquarters address appear on the organization's letterhead and other publications.

( ) 1.3.1.2 The organization is listed in appropriate directories, including telephone directories, in a manner which facilitates its identification by other organizations, consumers and the public.

( ) 1.3.2 Unit Status. If the organization is a unit within a larger entity, it is located at an organizational level and has status comparable to other major units within such entity including directness of reporting line to the governing authority.

( ) 1.3.2.1 The chief administrator holds rank or grade comparable to the chief administrators of other major units within such entity.

( ) 1.3.2.2 Funds are specifically allocated to the organization in amounts that are adequate to achieve the stated program goals and objectives.

Comments:

( ) 1.4 PHILOSOPHY OF SERVICE. The organization is guided by a written statement, officially approved by its governing authority, which spells out the organization's philosophy of service.

( ) 1.4.1 Purpose. The statement expresses the overall purpose of the organization and the rationale behind the need for specialized services for blind and visually handicapped persons.

( ) 1.4.2 Services. The statement enumerates the various services provided.

( ) 1.4.3 Responsibilities to Consumers. The statement affirms the organization's belief in the dignity and rights of blind and visually handicapped persons and their role in the organization's program planning and evaluation processes.

Comments:

All Organizations

( ) 1.5 AREA AND POPULATION SERVED. The organization defines the geographic area it serves and identifies the group(s) of blind or otherwise visually handicapped persons that may benefit from its services.

( ) 1.5.1 Priorities. Priorities for service are established within the general group(s) to be served.

( ) 1.5.2 Severely Disabled. The organization makes extra efforts to serve blind or otherwise visually handicapped persons who have additional handicapping conditions.

( ) 1.5.3 Specification of Services. The services available to various age groups and special populations are described. (Check the following groups served):

Age Groups	Special Populations
___Young children	___Deaf-blind
___School-age children	___Mentally retarded
___Working-age adults	___Emotionally disturbed
___Elderly persons	___Other (specify)

Comments:

( ) 1.5.4 Special Needs Related to Visual Impairment. Through its own efforts, referral or purchase of service arrangements, the organization assures the provision of the following basic services related to visual impairment. (Check in column A those provided directly by the organization and in column B, those provided through others):

A. Provided Directly	B. Provided Through Others	Basic Services
___	___	Prevention of blindness and amelioration of conditions causing visual impairment
___	___	Low vision services
___	___	Orientation and mobility services
___	___	Instruction in skills of personal and home management and communications

Comments:

All Organizations

( ) 1.5.5 Unmet Needs. The organization endeavors to keep itself continuously aware of needs of blind and visually handicapped persons which are not being met, and either itself modifies or develops services for meeting such needs consistent with its purpose and resources, or encourages and cooperates with others to do so.

( ) 1.5.6 Study and Demonstration. The organization undertakes studies and demonstration projects designed to: assess needs among the population(s) served; test the validity of existing, experimental or innovative service delivery methods; develop new services; and otherwise apply the scientific method for the improvement of services.

( ) 1.5.7 Service Effectiveness. Services are provided which are effective in achieving program objectives.

( ) 1.5.7.1 Effectiveness is measured by the extent to which such program objectives are reached.

( ) 1.5.7.2 Provision is made to modify or phase out services which are not effective.

( ) 1.5.8 Advocacy. The organization serves as an advocate in behalf of the best interests of those served.

Voluntary Organizations

( ) 1.5.8.1V Efforts to influence legislation directly and at grass roots levels are organized and conducted in accordance with the Internal Revenue Code as amended.

Comments:

( ) 1.6 PLANNING. The organization utilizes a variety of methods for long and short range planning to implement its philosophy of service.

( ) 1.6.1 Long Range Planning. A written, long range plan, updated periodically, establishes major *program goals* and spells out the activities and resources needed at key times to achieve these goals.

Comments:

All Organizations

( ) 1.6.1.1 The long range plan extends for a definite number of years beyong the next fiscal year.

( ) 1.6.1.2 The long range plan is approved by the governing authority with appropriate input from the chief administrator, other personnel within the organization, consumers and other interested individuals and groups.

( ) 1.6.2 Annual Planning. Specific written program and financial plans are formulated in advance of each fiscal year.

( ) 1.6.2.1 Each administrative and service program is guided by an annual plan which incorporates measurable *program objectives*.

( ) 1.6.2.2 An overall annual plan is developed linking the major program goals of the long range plan with the program objectives and budgeted expenses.

( ) 1.6.2.3 The overall annual plan is approved by the governing authority with appropriate input from the chief administrator, other personnel within the organization, consumers and other interested individuals and groups.

( ) 1.6.4 Short Range Planning. The organization maintains open channels of communication among all personnel, including provision for conferences and exchange of written communications, to facilitate planning of day-to-day operations, problem solving, coordination of services, and to accomplish other short range purposes.

( ) 1.6.5 Coordination with Others. Sustained efforts are made to coordinate the organization's own planning with that of other organizations in order to maximize the effective use of resources and provision of needed services and to minimize unnecessary duplication of effort.

Comments:

( ) 1.7 RIGHTS OF CONSUMERS. Through written policies and procedures the organization recognizes and respects the rights of consumers.

( ) 1.7.1 Right to Recognition. The organization defines in writing its consumers, identifies their respective roles in the organization's activities and states their related qualifications and responsibilities.

Comments:

All Organizations

( ) 1.7.1.1 Consumers include: (a) persons served and those who are, were or would have been eligible for some service; (b) members of an organization or organizations of blind or otherwise visually handicapped persons, the primary purposes of which are the welfare of its membership and the improvement of services; and (c) persons who represent a consumer by relationship (such as parent, other family member or legal guardian) or by designation (by an organization of the blind or otherwise visually handicapped persons or by an individual consumer).

( ) 1.7.2 Right to Know. Consumers are informed about the organization and its services.

( ) 1.7.2.1 The organization describes in written form its services and consumer rights and responsibilities and makes this information available to applicants, persons served, all personnel and the public.

( ) 1.7.2.1.1 This information is made available to consumers in a variety of media such as inkprint (regular and large print), braille and recorded form.

( ) 1.7.2.1.2 This information is summarized appropriately in general information pamphlets published by the organization.

( ) 1.7.2.2 The organization promptly informs and discusses with applicants the key factors affecting eligibility or ineligibility for service, and with persons being served, the reasons for modification or termination of service.

( ) 1.7.2.3 Provision is made for applicants,persons served or their parents or guardians, to have access to the individual, confidential service records according to written policies established by the organization in conformity with applicable laws, judicial opinions and regulations.

( ) 1.7.2.3.1 Materials in the record from sources outside of the organization, such as reports from examining or attending physicians, are released to the persons served or their parents or guardians only with the written consent of the source.

Comments:

( ) 1.7.3 Right to Participate. The organization takes steps to encourage consumers to participate meaningfully in planning and evaluation in accordance with written policies and procedures.

Comments:

All Organizations

( ) 1.7.3.1 Consumers are actively involved in formulation of policy, planning of program goals and objectives, and evaluation of the extent to which these goals and objectives are achieved.

( ) 1.7.3.2 Individual persons served, and their parents or guardians when appropriate, share fully in the planning of their own services including the development and revision of their own individualized, written service or education programs.

( ) 1.7.3.3 Consumers have the right to refuse any services offered.

Comments:

( ) 1.7.4 Right to Prompt Service. Requests for information and service are acknowledged promptly and services, including appropriate assessment procedures, are initiated and maintained on an efficient and timely basis without unnecessary or excessive waiting periods.

( ) 1.7.4.1 When services cannot be initiated promptly, the individual is notified of the reasons for the delay and the time when services may be expected to begin.

Comments:

( ) 1.7.5 Right to Privacy. The organization protects the privacy of the persons served and assures confidentiality of interviews, records and communications regarding services received.

( ) 1.7.6 Right to Appeal. In writing and orally, at the time of the application and thereafter when appropriate, the organization informs each applicant and persons served of all rights of appeal including an administrative review, a fair hearing and judicial review, when applicable, concerning staff actions regarding an application for the provision or termination of service.

( ) 1.7.6.1 Provision is made for the applicant or person served to discuss the concerns with a supervisor or administrator for purposes of administrative review of the staff action(s) in question.

( ) 1.7.6.2 If the applicant or person served takes exception to the results of the administrative review, provision is made for a fair hearing, with proper regard for due process, before an impartial board or hearing officer empowered to make a final written decision.

Comments:

All Organizations

( ) 1.8 RESPONSIBILITIES OF PERSONNEL. All personnel, including paid employees and unpaid volunteers who serve on the governing body or on committees or who provide volunteer service in another capacity, strive diligently to implement the organization's philosophy of service, to achieve the stated program objectives, and to conserve the organization's material resources.

( ) 1.8.1 Avoidance of Conflict of Interest. All such personnel maintain "arms-length" relationships with other service agencies or schools, commercial institutions or other activities with which the organization does business in order to avoid actual or even the appearance of direct or indirect personal financial benefit.

Comments:

( ) 1.9 NON-DISCRIMINATION. In all its activities and relations with consumers, employees, volunteers and vendors, the organization conducts its business and programs and extends its services without discrimination on the basis of race, color, creed, religious affiliation, ethnic or national origin, legal residence, age, sex, marital status, physical disability, membership in a union or in an organization of which the primary purpose is the improvement of living conditions, human relations or the welfare of its membership.

( ) 1.9.1 Civil Rights Act. The organization observes the provision of the U.S. Civil Rights Act of 1964, as amended and with other appropriate laws, regulations and judicial opinions and signifies its compliance by prominently posting the appropriate notice(s).

( ) 1.9.2 Meetings. Non-discrimination is practiced at all meetings and public activities conducted by the organization.

( ) 1.9.3 Exceptions. Where age or religious affiliation are inescapably related to the philosophy of service and overall purpose of the organization, exceptions are made and clearly stated in writing to all concerned publics.

Comments:

( ) 1.10 AFFIRMATIVE ACTION. The organization follows a written plan for recruiting paid employees and volunteers which includes taking steps which assure affirmative action to seek qualified individuals who are blind, visually handicapped or otherwise disabled.

Comments:

2. GOVERNING AUTHORITY

Introduction

Under state laws of incorporation, residual authority for the affairs of voluntary organizations is vested in a duly constituted corporate membership. Similar authority for governmental organizations is retained by the legislative or executive branches of government subject to judicial interpretations.

One of the most important acts of the corporate membership of a voluntary organization is the periodic election of a governing body or board to accept responsibilities for setting policy and providing stewardship for the affairs of the organization. Analogous responsibilities for a governmental organization are delegated to a governing body, or to a designated higher position, within the governmental hierarchy.

All Organizations

( ) 2.1 ACCOUNTABILITY. The organization is accountable to its governing authority, the persons it serves, and the public from which it derives its ultimate authority and support.

Voluntary Organizations	Governmental Organizations
( ) 2.1.1V Corporate Membership. In accordance with the laws of the state in which it is incorporated, the organization is accountable to a membership body which has ultimate authority and responsibility for the organization's affairs.	( ) 2.1.1G Line of Accountability. The organization is accountable to the executive and legislative branches of government in a clear and direct line upwards within the general governmental structure.
( ) 2.1.1.1V The membership approves and amends, when needed, the bylaws and elects members of the governing body.	

Comments:

Voluntary Organizations	Governmental Organizations
( ) 2.1.1.2V In accordance with the bylaws, the membership delegates to the governing body the responsibility for overall stewardship of the affairs of the organization.	(Proceed to Standard 2.2)
( ) 2.1.1.3V Open, annual meetings of the organization's corporate membership are held to elect members of the governing body to receive and act on reports from the governing body on the services and finances of the organization and to conduct such other business as is properly brought before it.	
( ) 2.1.1.4V The articles of incorporation provide for the transfer of any assets to one or more charitable organizations without benefit to any member of the corporation, governing body or staff in the event of dissolution of the corporation.	

Comments:

Organizations Functioning in Relation to a Designated Higher Position

(NOTE: Standards 2.2 through 2.2.4.8 apply only to an organization which functions in relation to a designated higher position and a general advisory committee and not in relation to a governing body.)

( ) 2.2 DESIGNATED HIGHER POSITION. If the organization is a unit within a larger entity and not governed directly by a body of individuals, a specific position within the larger entity is designated as the organization's immediate higher authority.

	Voluntary Organizations	Governmental Organizations
( ) 2.2.1	V Source of Authority. The authority of the designated higher position is spelled out in writing by the governing body of the larger entity.	G Source of Authority. The authority of the designated higher position is spelled out in law, judicial opinion, official regulations or executive orders.
( ) 2.2.2	V Place in Chain of Command. The designated higher position is directly superior to the organization's chief administrator and is the top position in the larger entity or has direct reporting access to the top position.	G Place in Chain of Command. The designated higher position is directly superior to the organization's chief administrator and is the top position in the governmental entity or has direct reporting access to the top position.
( ) 2.2.3	V Scope of Authority. The designated higher position exercises general policy and oversight responsibility for the organization and for hiring, evaluation and termination of employment of its chief administrator.	G Scope of Authority. The designated higher position exercises general policy and oversight responsibility for the organization.

Comments:

Organizations Functioning in Relation to a Designated Higher Position

( ) 2.2.4 General Advisory Body. Written provision is made for appointment of a standing, general advisory committee to the designated higher position and to the chief administrator of the organization.

( ) 2.2.4.1 Members of the advisory body evidence interest in reviewing and furnishing advice regarding the organization and sincerity of belief in its philosophy of service and goals and objectives.

( ) 2.2.4.2 Membership includes men and women of various ages, both blind and sighted who are: consumers, business, social and professional leaders; and who are representative of the community with demonstrated competence and manifest positive interest in the affairs of the organization.

Comments:

( ) 2.2.4.3 Written provision is made for a system of rotation so that a proportion of members is regularly replaced by new members.

( ) 2.2.4.3.1 The length of term of membership and the maximum number of consecutive terms that may be served are specified.

( ) 2.2.4.3.2 Provision is made to remove members for lack of participation in the organization's activities or for other stated reasons.

( ) 2.2.4.4 Provision is made for a president, chairman or other officer to preside at meetings of the general advisory body.

Comments:

( ) 2.2.4.5 Provision is made by the organization or designated higher position for reasonable logistical support including staff services and reimbursement of the advisory body's members' expenses in attending meetings.

( ) 2.2.4.6 The purpose of the general advisory body is to advise the designated higher position and the chief administrator on policy matters, needs of consumers, budget recommendations or other specified matters of importance.

Comments:

Organizations Functioning in Relation to a Designated Higher Position

( ) 2.2.4.7 Meetings are held with sufficient regularity to provide input in a responsible manner.

( ) 2.2.4.8 Minutes of such meetings are prepared.

Comments:

Organizations Governed Directly by a Governing Body

(NOTE: Standards 2.3 through 2.3.10 apply only to an organization governed directly by a governing body of individuals.)

( ) 2.3 GOVERNING BODY. The organization is governed by a body of responsible individuals who serve in an unpaid capacity exclusive of reimbursement of authorized expenses.

( ) 2.3.1 Source of Authority. The existence and powers of the governing body are authorized by valid legal instruments such as articles of incorporation, bylaws, legislation or regulations.

( ) 2.3.2 Overall Responsibilities. The governing body has overall responsibility for the conduct of the organization in making available high quality services.

( ) 2.3.2.1 The governing body is responsible for overall stewardship of the organization including the establishment of policy, determination of the philosophy of service and program goals and objectives, the seeking of funds and setting of the budget and the hiring, supervision and termination of employment of the chief administrator to whom it delegates authority for the organization's day-to-day management.

( ) 2.3.2.2 The governing body observes all applicable laws and regulations and makes its members aware of their legal responsibilities in relation to the organization's fiscal solvency, proper management and the quality of services provided.

( ) 2.3.2.3 The governing body reports to the organization's corporate membership or designated governmental officials, to the consumers it serves and to the general public.

Comments:

Organizations Governed Directly by a Governing Body

( ) 2.3.2.4 The governing body arranges for the publication and distribution to the public of an annual report containing detailed information concerning services and finances in accordance with *Section C-2, Accounting for Services and Finances.*

( ) 2.3.3 Election or Appointment of Members. Members of the governing body are elected or appointed in accordance with written procedures.

Voluntary Organizations	Governmental Organizations
( ) 2.3.3.1V Members of the governing body are elected by the members of the corporation as provided by its authorizing instruments.	( ) 2.3.3.1G Members of the governing body are elected or appointed as provided by law, judicial opinion, official regulations or executive orders.

Comments:

( ) 2.3.4 Composition of the Governing Body. The governing body is composed of individuals who bring to it a broad range of abilities and points of view.

( ) 2.3.4.1 Members evidence interest by participation in the affairs of the organization and sincerity of belief in its philosophy of service and goals and objectives.

( ) 2.3.4.2 Membership includes a substantial number of individuals who have demonstrated competence in high-level decision and policy making.

( ) 2.3.4.3 Membership includes men and women of various ages, both blind and sighted who are: consumers, business, labor, social and professional leaders who are active in governmental and civic affairs and who are representative of the community with demonstrated competence and manifest positive interest in the affairs of the organization.

( ) 2.3.4.4 The number of members is large enough to assure adequate representation of various elements in the community, but not so large as to hamper active participation in meetings by all members.

Comments:

Organizations Governed Directly by a Governing Body

( ) 2.3.4.5 The governing body does not include paid employees of the organization or their immediate relatives.

Comments:

( ) 2.3.5 Rotation of Membership. Written provision is made for a system of rotation so that a proportion of members is regularly replaced by new persons.

( ) 2.3.5.1 The length of term of membership and the maximum number of consecutive terms which may be served are specified.

( ) 2.3.5.2 Following service for the maximum number of consecutive terms, there is a lapse of at least one year before an individual is again eligible for membership.

( ) 2.3.5.3 Provision is made for a procedure to remove members for lack of participation in the organization's activities and for other stated reasons.

Comments:

( ) 2.3.6 Officers. Provision is made for officers, including a president or other officer to preside over meetings, a treasurer and a secretary, and such other officers as are desirable.

( ) 2.3.6.1 The length of terms of officers and the maximum number of consecutive terms which may be served are specified.

Voluntary Organizations	Governmental Organizations
( ) 2.3.6.2V Officers are elected annually by the governing body as provided by the organization's bylaws.	( ) 2.3.6.2G Officers are elected or appointed as provided by law, judicial opinion, official regulations or executive orders.

Comments:

Organizations Governed Directly by a Governing Body

( ) 2.3.7 Committees. Written provision is made for the election or appointment of appropriate standing committees to facilitate the work of the governing body.

( ) 2.3.7.1 Chairmen of standing committees are members of the governing body.

( ) 2.3.7.2 Members of such committees include other persons from outside the organization as is appropriate.

( ) 2.3.7.3 Advisory committees are utilized for specified purposes to bring advice, information and specialized opinion to the consideration of the governing body.

Comments:

( ) 2.3.7.4 All members of the governing body are encouraged to serve on committees and to participate actively in other appropriate ways.

Voluntary Organizations

( ) 2.3.7.5V The bylaws specify appropriate standing committees to assist the governing body in meeting the following responsibilities (check those assigned to standing committees):

___ Program planning

___ Power to act for the organization between meetings of the governing body

___ Advising on budget and finance

___ Nominations

___ Advising the services provided by the organization

Governmental Organizations

( ) 2.3.7.5G In addition to any mandated standing committees which are called for, other appropriate standing committees are established to assist the governing body in meeting the following responsibilities (check those assigned to standing committees):

___ Program planning

___ Advising on budget and finance

___ Advising on the services provided by the organization

___ Public relations

Voluntary Organizations	Governmental Organizations
___ Personnel administration	___ Physical facilities and safety
___ Public relations	___ Program evaluation
___ Fund raising	___ Other (specify)
___ Investments	
___ Physical facilities and safety	
___ Program evaluation	
___ Other (specify)	

Comments:

Organizations Governed Directly by a Governing Body

( ) 2.3.7.6 Provision is made for appointment of ad hoc committees for time limited purposes.

( ) 2.3.8 Fiscal Responsibilities. The governing body makes every effort to see that adequate funds are available to carry out the organization's program objectives and is accountable for the prudent use of such funds for their approved purposes.

Voluntary Organizations	Governmental Organizations
( ) 2.3.8.1V The governing body establishes ways and means of securing adequate financial support to meet the budget approved for achieving the stated program objectives.	( ) 2.3.8.1G The governing body actively supports the appropriation or allocation of the funds needed to meet the budget established for achieving the mandated program objectives.
( ) 2.3.8.2V The governing body reviews and approves the annual operating budget sufficiently in advance to permit its efficient application.	( ) 2.3.8.2G The governing body recommends an operating budget to the appropriate authorities well in advance of the fiscal period.

Comments:

	Voluntary Organizations	Governmental Organizations
( ) 2.3.8.3V / 2.3.8.3G	The governing body considers the advice of the chief administrator when establishing the budget.	The governing body considers the advice of the chief administrator when preparing the recommended budget.
( ) 2.3.8.4V / 2.3.8.4G	The governing body delegates to the chief administrator the authority to spend funds authorized by the approved budget.	In accordance with official regulations, the governing body delegates to the chief administrator the power to authorize the spending of funds within the approved budget.
( ) 2.3.8.5V / 2.3.8.5G	Within the fiscal year, the governing body regularly reviews income and expenses in relation to the approved budget and, with the advice of the chief administrator, revises as needed the budget and annual program objectives in keeping with the fiscal integrity of the organization.	Within the fiscal period, the governing body regularly reviews income and expenses in relation to the approved budget and, with the advice of the chief administrator, takes or recommends action as needed to revise the budget or annual program objectives in keeping with applicable laws, judicial opinions, regulations or executive orders.

Comments:

Organizations Governed Directly by a Governing Body

( ) 2.3.8.6 The approval and other actions taken in relation to the budget are recorded in the minutes of the governing body, and a copy of the approved budget is filed with the permanent minutes.

( ) 2.3.8.7 Provision is made for meeting expenses of attendance at meetings of the governing body and its committees for those members on whom such expenses would be an inhibiting personal barrier to effective participation.

Comments:

Organizations Governed Directly by a Governing Body

( ) 2.3.8.8 The governing body provides for indemnification of its members for expenses arising from legal action in which they may be involved by reason of such membership unless specifically covered by law, judicial opinion, regulation or executive order.

Comments:

( ) 2.3.9 Meetings. The governing body meets with sufficient regularity to conduct the affairs of the organization in a responsible manner.

( ) 2.3.9.1 Such meetings are held in relation to a planned agenda which is submitted in written form to the members in advance of the meeting; whenever possible, copies of appropriate informational materials and documents designed to inform and explain technical or complex matters which are to be considered as part of the agenda also are submitted to the members in advance.

( ) 2.3.9.2 Written provision is made for the determination of a quorum to conduct the business of meetings of the governing body.

( ) 2.3.9.3 Written procedures are established for the convening of special meetings for emergency or other reasons.

Comments:

( ) 2.3.9.4 Meetings are open to observors and invited guests.

( ) 2.3.9.4.1 Provision is made for the governing body to go into executive session in accordance with written policies, law, judicial opinions or official regulations to act on sensitive personnel matters or other issues essential to maintaining the integrity of the organization.

( ) 2.3.9.4.2 Provision is made for interested individuals and groups to bring before the meeting matters in which they are interested and which are germaine to the affairs of the organization with prior clearance from the presiding officer.

Comments:

Organizations Governed Directly by a Governing Body

( ) 2.3.9.5 Minutes of meetings are prepared and distributed to members in advance of the next meeting when they are subject to correction and approval by the governing body.

( ) 2.3.10 Orientation of New Members. Provision is made for orientation of new members of the governing body to their specific responsibilities.

Comments:

3. THE CHIEF ADMINISTRATOR

Introduction

The governing authority employs a chief administrator qualified to carry out its policies. The term chief administrator is used herein to cover such common titles as executive director, superintendent and general manager.

The chief administrator devotes full attention to the day-to-day activities of the organization. The administrator receives instructions from and furnishes information to the governing authority; issues instructions to and receives advice from the organization's personnel; and elicits and responds to input from consumers, other organizations and the general public.

All Organizations

( ) 3.1 EMPLOYMENT OF CHIEF ADMINISTRATOR. The governing authority employs the chief administrator to manage the operations of the organization.

	Voluntary Organizations		Governmental Organizations
( ) 3.1.1V	Appointment. The governing body selects, employs and determines the compensation of the chief administrator.	( ) 3.1.1G	Appointment. The chief administrator is appointed and compensated as provided by law, judicial opinions, official regulations or executive orders.

Comments:

Voluntary Organizations

Governmental Organizations

( ) 3.1.1.1G If the appointing authority is not the same as that occupying the designated higher position, the advice of the latter is sought and considered in the selection of the chief administrator.

Comments:

All Organizations

( ) 3.1.2 Full Time Position. The chief administrator is assigned on a full-time basis to manage the organization.

( ) 3.1.3 Qualifications. The chief administrator possesses qualifications of education and experience appropriate for management of the total programs and activities of the organization.

( ) 3.1.3.1 The chief administrator possesses an academic degree in a profession or field of study appropriate to managing the operations needed to implement the philosophy of service, stated program goals and objectives and has demonstrated successful experience as a practitioner, supervisor or administrator in a comparable setting.

( ) 3.1.3.2 Provision is made for suitable substitutions of education and experience in exceptional situations.

Comments:

( ) 3.1.4 Delegation of Authority. The chief administrator receives full authority from the governing authority for administration of the organization's program within the framework of established policies, laws, judicial opinions, official regulations, executive orders and available funds.

Comments:

All Organizations

( ) 3.1.4.1 The chief administrator's authority to manage the organization's service program includes the establishment of procedures for determination of eligibility for and termination of such services, the preparation of a recommended budget, control of expenses, and personnel administration.

( ) 3.1.5 Performance Evaluation. The governing authority periodically evaluates the performance of the chief administrator, prepares periodic written evaluations thereof which are shared with the chief administrator, maintains a confidential personnel file and terminates employment for proper cause.

Comments:

( ) 3.2 GENERAL FUNCTION. The chief administrator exercises full responsibility and authority for the day-to-day management of the organization within the framework of policies established by its governing body or laws, official regulations, judicial opinions, executive orders and available funds.

Comments:

( ) 3.3 RESPONSIBILITIES TOWARD THE GOVERNING AUTHORITY. The chief administrator is responsible and reports directly to the governing authority.

( ) 3.3.1 Providing Information. The chief administrator keeps the governing authority informed of the activities of the organization including its income and expenses, the achievement of its program objectives, problems related to established policies, laws or official regulations and any other matters which are the proper concern of the governing authority.

( ) 3.3.1.1 The chief administrator takes the initiative in assisting the governing authority to keep informed on new developments, trends and activities related to services for blind and visually handicapped persons, consumer movements and pertinent developments in education, health, rehabilitation, social welfare and related fields.

( ) 3.3.1.2 The chief administrator responds promptly to requests from the governing authority for information about the organization's activities and the possible impact of proposed changes.

Comments:

All Organizations

( ) 3.3.2 Budget Preparation. The chief administrator, with the assistance of appropriate staff, assembles a coordinated and consolidated budget for consideration by the governing authority.

Comments:

( ) 3.3.3 Meeting Preparation. The chief administrator assists in planning the meetings of the governing authority including preparation of notices, agenda and supporting documentation.

( ) 3.3.4 Committee Assistance. The chief administrator makes staff assistance available to committees of the governing authority.

( ) 3.3.5 Record Keeping. The chief administrator assists the secretary and oversees the keeping of official records pertaining to the organization and the governing authority except for the chief administrator's own confidential personnel record which is maintained directly by the governing authority.

Comments:

( ) 3.4 RESPONSIBILITIES TOWARD THE ORGANIZATION'S PERSONNEL. The chief administrator has authority and is accountable for the selection of personnel (both paid employees and unpaid volunteers), their direction, assignment, supervision, coordination, performance appraisal and termination for proper cause.

( ) 3.4.1 Lines of Authority. The chief administrator maintains an organizational structure which delineates clearly the lines of responsibility and authority for achievement of the organization's program objectives and supervision of all personnel.

( ) 3.4.2 Personnel Administration. The chief administrator implements personnel policies and practices for all personnel in accordance with *Section C-3, Personnel Administration and Volunteer Service.*

Comments:

4. BASIC ADMINISTRATIVE STRUCTURE

Introduction

In order to achieve its purposes in an orderly and efficient manner, an organization must be structured to assure that basic administrative processes supporting the delivery of service are accomplished. The following standards relate to the structural components of the organization and the needs for effective internal communications, supervision and control. The organization's basic responsibilities for accounting, physical facilities, public relations and fund raising are related to other sections of NAC standards. The role of special advisory groups and the organization's relationships with other organizations are included. Finally, these standards cover fees for service and confidentiality of records.

All Organizations

( ) 4.1 STRUCTURE. The organization maintains an internal structure for efficient and orderly administration and delivery of services.

( ) 4.1.1 Departments. Programs are grouped logically according to the size of the organization, the diversity of its programs and the geographic dispersion of its service delivery points and facilities.

( ) 4.1.2 Description. A written account of the organization's structure is made available to all personnel including descriptions of each of the organization's departments, the functions and services of each and the relationships among them.

( ) 4.1.3 Organization Chart. A summary of the structure and basic lines of responsibility, authority and communication portrayed by an organization chart is made available to all personnel.

Comments:

( ) 4.2 INTERNAL COMMUNICATIONS. Systems are maintained for open, two-way communication among all levels of personnel including prompt notices to affected personnel of changes in policies, procedures, laws, judicial opinions and official regulations.

Comments:

All Organizations

( ) 4.3 SUPERVISORS AND SPECIALISTS. An adequate number of qualified line supervisors and staff specialists is deployed to assure efficient administration and the effective delivery of services.

( ) 4.3.1 Supervisory Conferences. Provision is made for supervisory conferences on a regular basis and as needed for special purposes.

( ) 4.3.2 Professional Supervision. To the maximum extent feasible, professional staff are supervised by personnel qualified in the same profession or discipline.

Comments:

( ) 4.3.3 Family Members. Written provisions specify those conditions under which more than one member of the same family may be employed by the organization without adversely affecting its operations.

Comments:

( ) 4.4 ACCOUNTING FOR SERVICES AND FINANCES. The organization maintains appropriate systems of accounting in accordance with *Section C-2, Accounting for Services and Finances.*

Comments:

( ) 4.5 PHYSICAL FACILITIES. The physical facilities utilized by the organization afford safe and efficient working and service conditions in accordance with *Section C-4, Physical Facilities.*

Comments:

( ) 4.6 PUBLIC RELATIONS. The organization makes provision for a public relations program in accordance with *Section C-5, Public Relations and Fund Raising.*

All Organizations

( ) 4.6.1 Public Information. Within the organization's total public relations program, specific attention is given to providing public information designed to earn community understanding and support of the organization's programs.

( ) 4.6.2 Public Education. Continuing efforts are made to promote public understanding of blindness and its prevention and a positive image of blind and visually handicapped persons.

Comments:

( ) 4.7 FUND RAISING. If the organization accepts funds from individual and corporate gifts, special events, deferred giving bequests, development of endowment, foundations, government grants or fees, membership income, contributions by community organizations, such fund raising is conducted in accordance with *Section C-5, Public Relations and Fund Raising.*

Comments:

( ) 4.8 SPECIAL ADVISORY GROUPS. The organization utilizes advisory groups for specialized purposes as appropriate, such as for securing consumer input about particular services or for maintaining productive relationships with employer, professional and technical communities (e.g.,placement advisory committee, medical advisory committee, product development committee).

Comments:

( ) 4.9 RELATIONSHIPS WITH OTHER ORGANIZATIONS. The organization maintains proper and cooperative relationships with other organizations in keeping with its philosophy of service and programs goals and objectives.

( ) 4.9.1 Participation in Community Affairs. On a systematic basis, the organization participates actively with other education, health, rehabilitation and social welfare organizations and interests in the community in relation to community planning, improved human services and development of community resources.

Comments:

All Organizations

( ) 4.9.2 Participation in State, Regional and National Programs. The organization participates in state, regional and national programs and activities having common interests in sharing information, contributing to expanded knowledge and assisting in development of public policy concerning blind or otherwise handicapped persons.

( ) 4.9.3 Interagency Agreements. The organization develops written agreements, including contracts when appropriate, with other voluntary and governmental service organizations describing referral relationships, purchase of service arrangements, and other mutual service objectives.

Comments:

( ) 4.9.4 Purchase Agreements. Written procedures are utilized for authorizing, coordinating and recording of purchases of supplies, services and products from commercial vendors.

( ) 4.9.4.1 Purchases are made from vendors that follow affirmative action employment policies.

Comments:

( ) 4.10 FEES FOR SERVICE. The organization specifies those services for which fees are charged to individuals or vendors or other third parties.

( ) 4.10.1 Establishment of Cost. The actual direct and indirect costs of each type of service are established by functional accounting procedures in accordance with *Section C-2, Accounting for Services and Finances.*

Comments:

( ) 4.10.2 Fees Charged to Other Organization. Fees charged to other organizations are set to recover as much as possible of the actual cost of each type of service purchased and rendered.

Comments:

All Organizations

( ) 4.10.2.1 Fees do not exceed actual cost nor are there monetary incentives or rebates for referrals.

( ) 4.10.2.2 Rates at less than cost are approved by the governing authority and acknowledged by the purchaser of services.

( ) 4.10.2.3 Written purchases of service agreements specify types, amounts and individual objectives of services covered, and are reviewed annually.

Comments:

( ) 4.10.3 Fees Charged to Individuals. When appropriate, persons served are encouraged to pay for services rendered.

( ) 4.10.3.1 Taking into account the person's served own evaluation of ability to pay and in accordance with written procedures and schedules, fees are charged fairly and equitably by a member of the professional staff in consultation with the persons served, and if appropriate, with the referral source.

( ) 4.10.3.2 The person served is informed, when appropriate, of the cost of the services provided.

Comments:

( ) 4.10.4 Free Services. Fees are not charged to individuals for workshop employment or services provided free of charge as mandated by law, judicial opinion, regulations, executive orders, or official policy established by the governing authority.

Comments:

( ) 4.11 CONFIDENTIALITY. The organization follows written policies and procedures designed to foster a productive relationship between the organization and the person served by the discrete, disciplined and constructive use of information entrusted in confidence by the person served.

Comments:

All Organizations

( ) 4.11.1 Definition. The organization clearly defines what information is confidential.

( ) 4.11.2 Consent. The written consent of the person served or, when appropriate, the parent or guardian, is obtained before information is sought from or released to others outside the organization except in instances involving health or safety emergencies or as specified and required by law, judicial opinion, court order, or government regulation or when the person's identity is disguised.

( ) 4.11.2.1 Within the organization, consumer-entrusted confidences are protected from disclosure to personnel that do not have a need to know.

Comments:

( ) 4.11.3 Records. A centralized, confidential record is maintained by the organization on each applicant and person served.

( ) 4.11.3.1 A system of records management is utilized for the retention and destruction of materials in the record according to categories of content, importance and expected duration of value.

( ) 4.11.3.2 The identity of the person served is disguised whenever materials from the record are used in public relations, research or training unless written permission is obtained from the person served or, when appropriate, from the parent or guardian.

( ) 4.11.4 Adherance to Law and Regulations. Policies concerning confidential information about persons served comply with applicable laws, judicial opinions, regulations or executive orders.

Comments:

5. EVALUATION

Introduction

Evaluation of what an organization does to bring actual benefits to blind and visually handicapped persons is a critical factor in establishing the organization's merit for public support. Much can be accomplished by an organization's own systematic evaluation of itself in the light of its established program goals and objectives. Making provision for involvement of others brings valuable insights to the evaluation process. The following standards highlight some of the characteristics of evaluation which an agency or school for the blind and visually handicapped should take into account.

All Organizations

( ) 5.1 OVERALL EVALUATIONS. The governing authority makes provision for periodic, comprehensive and systematic evaluations of matters affecting the organization as a whole.

( ) 5.1.1 Philosophy of Service. From time to time as needed, the governing authority reviews and updates its statement of philosophy of service so that it effectively serves its purpose as a basic guide for all operations.

( ) 5.1.2 Function. The basic function and purpose of the organization are evaluated and revised when indicated to take into account changes in the population(s) of blind or otherwise visually handicapped persons, emerging needs, the resources available and new or amended legislation, judicial opinions or regulation changes, and other conditions.

( ) 5.1.3 Structure. The organizational structure is assessed from the point of view of maximizing efficiency and effectiveness of service delivery.

Comments:

( ) 5.1.4 Long Range Plan. Each year, a review is made of the progress toward reaching the major program goals to aid in reviewing and updating the long range plan.

Comments:

All Organizations

( ) 5.1.5 Annual Plan. Each year, achievements are measured against the the established administrative and service program objectives and a review is made of the budgeted and actual expenses for each program to assist in developing next year's plan.

Comments:

( ) 5.2 EVALUATION OF SERVICES. Systematic procedures are employed to evaluate the effectiveness of services.

( ) 5.2.1 Individualized Service or Education Programs. Procedures for developing and implementing written service or education programs for each person served include provisions for evaluation.

( ) 5.2.1.1 Services are initiated based on an evaluation of the individual applicant.

( ) 5.2.1.2 Evaluations are made during service of progress toward planned objectives and revisions made in the service or education program when indicated.

( ) 5.2.1.3 A review is made of actual and expected results upon completion of service or at the end of a specified service period.

Comments:

( ) 5.2.2 Follow Up. Provision is made for follow up of persons who have been served as a method of evaluation of service effectiveness.

Comments:

( ) 5.2.3 Criteria. Written criteria for evaluation are used in evaluating service program effectiveness.

Comments:

All Organizations

( ) 5.3 PARTICIPATION IN EVALUATION. In addition to the governing authority, chief administrator and other personnel of the organization, provision is made for appropriate participation in the organization's various kinds of evaluations by consumers and other individuals and groups in the community having positive interest in the organization.

Comments:

( ) 5.4 INDEPENDENT EVALUATIONS. The organization makes provision for independent, outside evaluations as deemed necessary and desirable.

Comments:

( ) 5.5 UTILIZATION OF EVALUATION RESULTS. Appropriate steps are taken to report, disseminate and utilize the findings of evaluations in the organization's short and long range planning and in specific modifications of programs as indicated.

Comments:

PROGRAMMING FOR IMPROVEMENT

It is highly desirable for an organization to be sensitive about the need for periodic reexamination and improvement of its function and structure. Internal impetus for such change naturally flows from a continuous cycle of planning, establishment of goals and objectives, assessment of resources, implementation of programs and evaluation of results. External stimulus is provided by a variety of factors such as changes in public policy regarding handicapped people, enactment of legislation and allocation of governmental funds for new or expanded programs, trends in giving within the voluntary sector, demographic shifts, economic conditions and medical and technological advances.

The impact of these internal and external influences will point out strengths and weaknesses in the organization's function and structure. NAC's self-study and evaluation process can not only help an organization to pinpoint its strengths but can assist in the development of a timetable for effecting improvements where weaknesses are identified.

The following seven questions are designed for the organization to summarize its programs for improvement. The summary also helps an on-site review team to assess the organization's recent achievements and its plans for future improvements. In furtherance of this assessment, NAC's Commission on Accreditation applies the following principle: if deficiencies exist, the organization is willing to remedy them and gives evidence of being capable of effecting the needed remedies within a reasonable period of time.

It should be borne in mind that the concepts of evaluation and planning for improvement apply equally to all components of function and structure. The questions that follow should be answered by indicating both: (a) specific plans for improvement where standards now are not met; and (b) further improvements planned where the standards are being met.

1. How is continuance of the organization's existence justified?

2. What improvements in function and structure were made in the previous fiscal year?

3. What improvements are scheduled for completion in the present fiscal year?

4. What improvements are definitely planned for the next fiscal year?

5. What improvements are contemplated in the organization's long range planning?

6. How are these improvements related to the ongoing planning and evaluation processess of the organization?

7. How have staff, consumers and other interested parties contributed to the improvement of the organization?

MEMBERS OF SELF-STUDY COMMITTEE

Name	Identification (staff job title, board member, consumer, etc.)
Chairman: _____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Date Completed _____ Date accepted by Coordinating Committee _____

Organization Name _____

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